

## Job Training Supports Better Individual Performance in Msmes through Job Satisfaction

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### Abstract

*The purpose of the study was to determine the effect of the work environment, job satisfaction, and training on individual performance in micro, small and medium enterprises (MSMEs) in Kelet village, Jepara district. The population in this study were 105 MSME actors in Kelet village consisting of food production MSMEs and service MSMEs. The sample is 105 employees of SMEs in Kelet village using the census sampling technique. The research technique used is a quantitative research technique using a structural equation model (SEM) with the AMOS 26 program. The results show 1) The work environment has a significant effect on job satisfaction for MSME actors in Kelet village, 2) Job training has no effect on job satisfaction for MSME actors. Kelet village, 3) Job satisfaction has a significant effect on the individual performance of MSMEs in Kelet village.*

### Keywords

individual performance; job satisfaction; work environment; job training; MSMEs



## I. Introduction

In the current era of industry 4.0, micro, small and medium enterprises (MSMEs) are growing rapidly according to the government, MSMEs are an important form of the economy in Indonesia (Cahya et al., 2021). Basically, MSMEs are small businesses that are engaged in by individuals, groups, a small business entity, and household classes. The existence of MSMEs in Indonesia is very much considered at this time, because their contribution makes a significant contribution to economic growth in Indonesia (Handayani & Wibowo, 2022).

Kelet Village is a village located in Keling sub-district, Jepara district. Kelet village is a village with 9,300 households, has a fairly large traditional market, has a fairly rapid economic and social growth value. Kelet village is a village that is quite famous for its many MSMEs which include MSME services and food production. There are 150 SMEs recorded in Kelet village, 100 of which are SMEs that produce food and 50 of them are in the service sector. Training for MSMEs is currently considered very important, because it relates to how a business actor develops his business and business capabilities in the present and in the future. Usually, the training given to MSMEs in Kelet village is organized by the Jepara district government for MSMEs that have been registered with the Jepara district cooperative office. Moreover, it is known that the MSME actors in Kelet village have a fairly low competency because according to our research data, the Kelet village MSME actors are only elementary-high school graduates so that job training is important for Kelet village MSME actors in developing and improving their business performance. According to Junipitoyo et al., (2018) training in the business world that is comparable to individual needs has an important role in business or in organizations. In its

implementation, job training for individuals requires a series of activities designed by the trainer to provide the skills and knowledge needed by them (Tashobya et al., 2022). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

In the business world, the work environment is something that needs to be considered, especially for MSME actors, it is very influential on their quality, satisfaction and performance in running a business (Rizalie, 2021). The work environment is one of the factors that make workers feel satisfied in carrying out their work. In relation to MSME actors, the work environment includes a place of business, business infrastructure, business tools, similarities, and space for movement. The work environment has a great influence on the business orientation of MSME actors, therefore business actors must create a safe and comfortable working atmosphere for their business, thus will have an influence on the success and sustainability of their business. A healthy, comfortable and safe work environment can increase work motivation which will increase satisfaction and optimal performance. As stated, Santoso & Sidik, (2020) by that the work environment is something that can affect an individual's performance.

Based on the explanation of the above phenomena in accordance with the problems that occur in MSMEs in Kelet village, this study aims to clearly determine the effect of the work environment and job training on job satisfaction and performance.

## **II. Review of Literature**

### **2.1 Job Training**

Job training is defined as an activity designed by the organization to help workers gain more skills and knowledge and they are expected to apply them in their work in the organization. Training is proportional to individual needs has an important role in business (Junipitoyo et al., 2018). In carrying out their work, workers need a series of activities designed by the government (here especially for MSMEs) to provide them with the skills and knowledge needed (Kanapathipillai & Azam, 2020). Meanwhile, Bafaneli & Setibi, (2015) stated that job training in the business world is intended not only for individuals who have just started a business but also needs to be given to old workers who have been in the business world for a long time. Training is an effort made by parties such as the government in providing competencies such as skills and knowledge for their employees related to the business world (Halawi, 2018).

Previous research conducted by Osewe & Gindicha, (2021); Riyanto & Buana, (2021) show that training has a significant positive effect on job satisfaction.

### **2.2 Work Environment**

According to Rizalie, (2021), the work environment is all things that affect the workers who are working. The work environment is one of the things that need to be considered by business actors, an adequate work environment will certainly improve performance (Mawardi, 2022). A good work environment will make workers feel safe and comfortable at work. This comfort will make workers feel bored or bored while working and will certainly increase satisfaction in doing work. If a business has a bad work environment, this will make workers feel bored with their work (Ramli, 2019).

Previous research conducted by Ramli, (2019); Rizalie, (2021); Santoso & Sidik, (2020) show that the work environment has a significant positive effect on job satisfaction.

### 2.3 Job Satisfaction

Satisfaction can be said to be a pleasant feeling in a worker in carrying out all his duties. Satisfaction is a measure of the level of success of a business and this indicates a business has been managed well (Narasuci et al., 2018). If the satisfaction level of an individual is met, they will feel more enthusiastic in doing their work in a business, this is very helpful for the organization in achieving its goals (Santoso & Sidik, 2020). Conversely, if the needs of workers are not met then the spirit in him will decrease. According to Ramli, (2019) satisfaction can be said to be a pleasant feeling in a worker in carrying out all his duties.

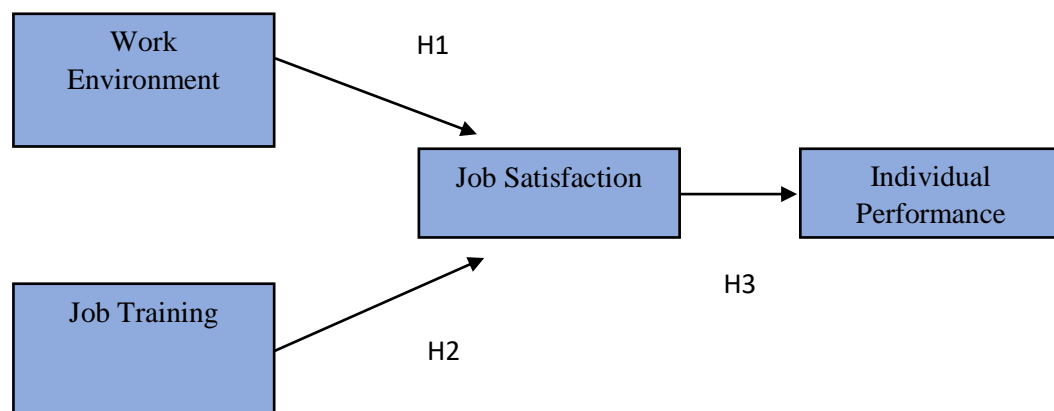
Previous research conducted by Mira et al., (2019); Tashobya et al., (2022) shows that training has a significant positive effect on individual performance.

### 2.4 Individual Performance

Performance is something that is produced or achieved by someone in his work (Mufti et al., 2019). According to Halawi, (2018) performance is an activity or activity carried out by a person and he perfects it according to his responsibilities in his work as expected. Good performance will make a worker complete the job well and this can increase his work productivity (Kimberly et al., 2019). Performance plays a high role in a business, without good performance the goals or business orientation will not be achieved (Ramli, 2019).

### 2.5 Conceptual Framework

One of the basic concepts of an assessment is the research framework. This research framework can be defined as a picture that can be used to explain the relationship between independent and dependent variables. The conceptual framework is an overview concept which can provide a core regarding the variables or factors that must be described as the subject matter. The relationship between the independent and dependent variables can be seen in the image below:



*Figure 1. Conceptual Framework*

### 2.6 Research hypothesis

- H1: The work environment has a significant positive effect on the job satisfaction of MSME actors in Kelet village.
- H2: Job training has a significant positive effect on job satisfaction of MSME actors in Kelet village.
- H3 : Job satisfaction has a significant positive effect on the individual performance of MSME actors in Kelet village.

### III. Research Method

This research was conducted in Kelet village, Keling sub-district, Jepara district in March-June 2022. The research method used in this study was quantitative by distributing questionnaires to respondents. The data used in this study are primary and secondary data. Analysis of the data used to use the Structural Equation Model (SEM) using the AMOS 26 application. The objects in this study were 150 MSMEs in Kelet village. The population in this study was MSMEs, which amounted to 105 MSME actors in Kelet village. The sample used in this study is the census method and obtained 105 respondents.

The stages in the testing carried out in this study include, 1) reliability and validity testing, 2) hypothesis testing, 3) path testing, 3) Sobel test. The research instrument for individual performance variables was measured by Sari, (2015) with indicators 1) Quality, 2) Quantity, 3) Timeliness, 4) Effectiveness, 5) Commitment. The research instrument for the satisfaction variable was measured by Melani & Suhaji, (2012) with indicators 1) The work itself, 2) Justice and supervision, 3) Opportunities and promotions, 4) colleagues, 5) Compensation. The research instrument for job training variables was measured by Radianto, (2017) with indicators 1) qualifications, 2) participant qualifications, 3) methods, 4) goals. The research instrument for work environment variables was measured by Novriani Gultom & Nurmaysaroh, (2021) with indicators 1) Lighting, 2) Temperature, 3) Noise, 4) Spatial planning.

#### 3.1 Descriptive Data of Respondents

Descriptive data of respondents is a process in describing respondents. Description of respondents in this study include gender, age, education, and type of MSME. In this study, 105 respondents were obtained from the process of distributing questionnaires.

**Table 1.** The Descriptive of Respondents

	Gender	Percentage
Male	80	76%
Female	25	24%
Age	Age	Percentage
15 – 25	50	47%
26 – 35	35	33%
36 – 40	15	15,3%
41 – 55	5	4,7 %
	Education	Percentage
Primary School	30	28 %
Junior High School	40	39 %
Senior High School	35	33 %
	Type of MSME	Percentage
MSME of Food Production	80	76%
UMKM of Service	25	24%

*Source: Processed Research Data 2022.*

Based on the data obtained based on the description of the respondents by gender, dominated by male amounting to 80 people with a percentage of 76%. Based on age, it is dominated by productive age respondents 15-25 as many as 50 with a percentage of 47%. Based on education dominated by respondents with junior high school education as many

as 40 people with a percentage of 39%. Based on the type of SMEs dominated by respondents from food production MSMEs as many as 80 people with a percentage of 76%.

### 3.2 Reability and Validity

The reliability test can be seen from the Cronbach alpha value and the composite reliability value where the criteria that must be met are  $> 0.7$ . Validity test is a test in research to show whether the results of the research studied can be accepted with certain criteria. The validity in this study is seen from the AVE value which must be above  $> 0.5$  (Ringle & Gudergan, 2018).

**Table 2.** Reability and Validity Testing

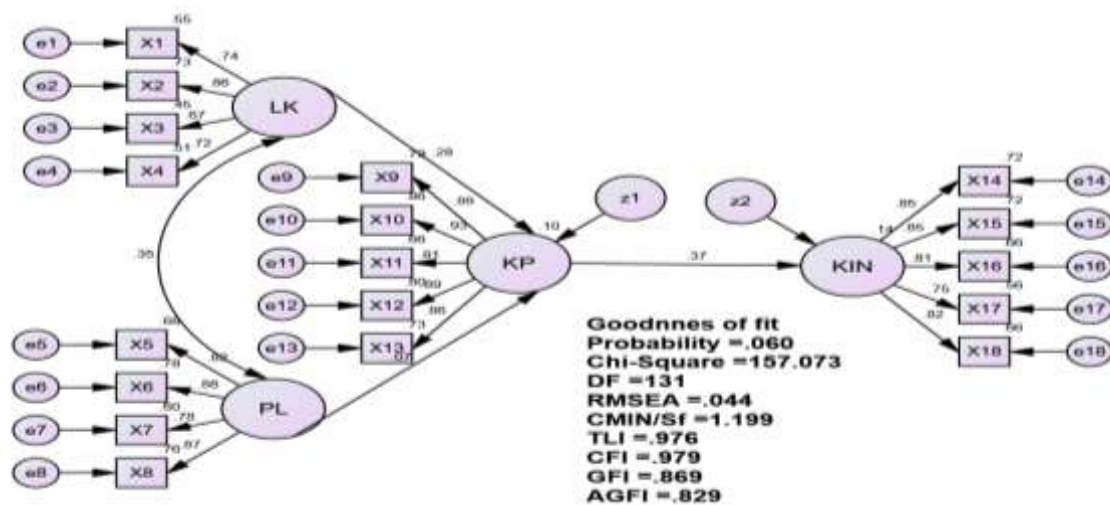
Variable	Cronbach alpha	CR	AVE	Result
Work environment	0,836	0.878	0.647	Reliable and Valiable
Training	0,903	0.892	0.627	Reliable and Valiable
Satisfaction	0,942	0.899	0.672	Reliable and Valiable
Individual Performance	0,908	0.942	0.763	Reliable and Valiable

Source: Processed Research Data 2022.

Based on the test results above, it shows that the variables of work environment, training, satisfaction and individual performance used have good reliability values seen from Cronbach's alpha and  $CR < 0.7$ , construct reliability and  $AVE < 0.5$ .

### 3.3 Full Model SEM Testing

The next analysis is a full model Structural Equation Model (SEM) analysis, after analyzing the unidimensionality level of the variables and indicators forming the latent variables tested by confirmatory factor analysis (Meriem, 2018). The analysis of the results of data processing at the full stage of the SEM model was carried out by conducting a suitability test and a variable test. The results of data processing for the full SEM model analysis are shown in Figure 2 below:



Source: Processed Research Data 2022.

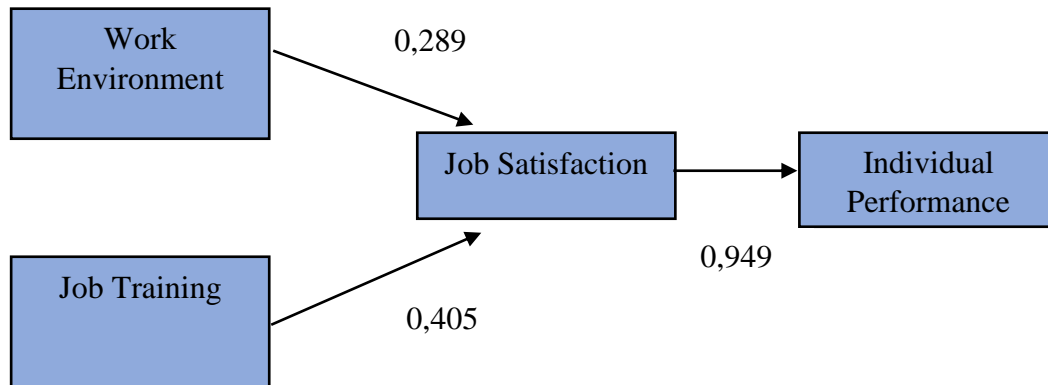
**Figure 2.** Full model SEM



Based on the full SEM model, the Chi-square value is 157.073 with a probability of  $0.060 > 0.05$ , with a DF value of 131, a GFI value of  $0.869 < 0.90$ , an AGFI value of  $0.829 < 0.90$ , a TLI value of  $0.976 > 0.95$ , the CFI value is  $0.979 > 0.95$ , the RMSEA value is  $0.044 < 0.08$ , and the CMIN/DF value is  $1.199 > 2.0$  indicating that the suitability test of this model produces a good acceptance.

### 3.4 Path Analysis Testing

Path analysis is an extension of the regression model used in research to analyze the relationship between variables, aiming to determine the direct and indirect effects between exogenous variables on endogenous variables (Ringle & Gudergan, 2018).



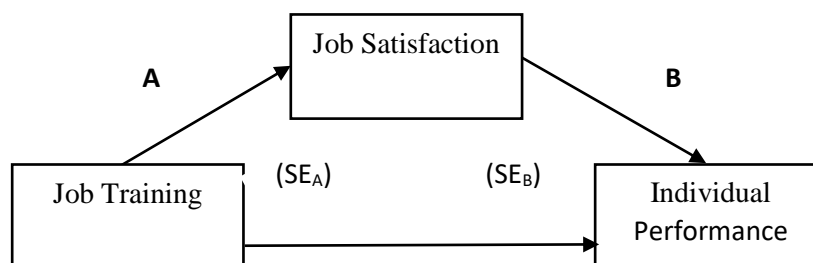
Source: Processed Research Data 2022.

**Figure 3.** Path Analysis

1. The direct influence of the work environment on job satisfaction is 0.289. The direct effect of job satisfaction on individual performance is 0.949. So that the indirect effect of the work environment on performance through job satisfaction as a mediating variable for SMEs in Kelet village is  $0.298 \times 0.949 = 0.282$ .
2. The direct effect of job training on job satisfaction is 0.450. The direct effect of job satisfaction on individual performance is 0.949. So that the indirect effect of job training on performance through job satisfaction as a mediating variable for SMEs in Kelet village is  $0.450 \times 0.949 = 0.427$ .

### 3.5 Sobel Test

1. Sobel tests the effect of job training on performance through job satisfaction as a mediatinvariable as follows:



A :	0,289
B :	0,949
SE <sub>A</sub> :	0.187
SE <sub>B</sub> :	0,069
Sobel test statistic :	1,53

One-tailed probability : 0,06  
Source: Processed Research Data 2022.  
n

Figure 4. Path Analysis

The results of the Sobel test that have been carried out show that the Sobel test statistic value of 1.53 is smaller than 1.89 and a significance value of 0.06 is greater than 0.05 indicating that job training is not able to affect individual performance through satisfaction as a mediating variable.

2. Test the influence of the work environment on performance through job satisfaction as a mediation as follows:



Source: Processed Research Data 2022.

Figure 4. Path Analysis

The results of the Sobel test that have been carried out have obtained a statistical Sobel test value of 2.10 greater than 1.89 and a significance value of 0.01 less than 0.05 indicating that the work environment is able to affect individual performance through satisfaction as a mediating variable.

### 3.6 Hypothesis Testing

Hypothesis testing aims to test the selected sample data meets the statistical criteria. Several hypothesis testing procedures include stating the hypothesis, selecting statistical tests, determining the level of confidence, calculating statistical values, obtaining critical test scores, and interpreting. The model has been tested, then the hypothesis can be tested. The basis for making decisions on hypothesis testing is done by comparing the magnitude of p with a significant level of 5% ( $\alpha = 0.05$ ), if p is less than alpha then the hypothesis is not accepted (Meriem, 2018).

Table 3. Hypothesis Testing

Hypothesis	C.r	P	P value	Result
Satisfaction-Training	2.804	0,005	0,289	Accepted
Satisfaction-Work Environment	3.667	0,00	0,405	Accepted
Individual Performance-Satisfaction	12.770	0,00	0,949	Accepted

Source: Processed Research Data 2022.

## **IV. Result and Discussion**

### **4.1 Work Environment on Job Satisfaction**

Based on the hypothesis test above, it shows that the work environment has a positive effect on job satisfaction for MSME actors in Kelet village. This shows that the working environment for SMEs in Kelet village has been good. According to Hur, (2020) if job satisfaction has been met, then individual satisfaction will also increase. Working conditions that are safe, comfortable and conducive and supportive will encourage job satisfaction. Supportive working conditions are included in a good work environment (Mawardi, 2022). To support his work, a business actor, especially an MSME actor, must need a comfortable work environment, so that it can provide satisfaction for him. The results of this study are in accordance with research conducted by (Santoso & Sidik, 2020; Djukic et al., 2014) states that the work environment has a significant positive effect on job satisfaction.

### **4.2 Job Training on on Job Satisfaction**

Based on the hypothesis test above, it shows that job training has a significant positive effect on job satisfaction for MSME actors in Kelet village. Training for business actors is an effort made by government agencies aimed at business actors, especially MSMEs to have the skills and knowledge related to each job. Good training will increase knowledge, skills and abilities which will certainly make business actors feel satisfied in carrying out their work (Junipitoyo et al., 2018). The results of this study are in accordance with research conducted by Ma et al., (2020) which states that job training has a significant positive effect on job satisfaction.

### **4.3 Job Satisfaction on Performance**

Based on the hypothesis test above, it shows that job satisfaction has a significant positive effect on the performance of MSME actors in Kelet village. According to Paais & Pattiruhu, (2020) if job satisfaction has been met, then performance will also increase. Job satisfaction is quite important to note because it is to improve the individual performance of business actors, especially MSMEs so that their performance in doing business is more optimal. This optimal satisfaction also affects the level of individual psychological maturity at work (Mira et al., 2019). The results of this study are in accordance with research conducted by Mira et al., (2019); Tashobya et al., (2022) states that job satisfaction has a significant positive effect on job satisfaction.

### **4.4 Work Environment Through Job Satisfaction**

The results of data analysis that have been carried out show that the work environment affects performance through job satisfaction as a mediating variable for MSME actors in Kelet Village. This shows that with a good and adequate quality of work environment, it will increase the job satisfaction of MSME business actors in the Kelet village with increased satisfaction will indirectly improve the performance of MSMEs. A good work environment will result in optimal performance (Ma et al., 2020). Optimal performance is characterized by a conducive work environment and enthusiasm for work. As said by Santika, (2019) the work environment is one of the factors that can affect the performance of an individual. Research conducted by Wongkar et al., (2018), reveals that there is a significant influence between the work environment on performance through job satisfaction.



#### 4.5 Job Training on Performance Through Job Satisfaction

The results of data analysis that have been carried out show that training has an effect on performance through job satisfaction as a mediating variable for MSME actors in Kelet Village. This shows that with optimal job training, it will increase the job satisfaction of MSME business actors in the village of Kelet with increased satisfaction will indirectly improve the performance of MSMEs. This is in accordance with the opinion of Erlangga et al., (2021) that job satisfaction has an influence on one's performance. Each worker has different characteristics, therefore, so that an individual can work optimally, pay attention to various factors that can support job satisfaction and will then make the best performance for the organization. Previous research conducted by Erlangga et al., (2021); Riyanto & Buana, (2021); Tashobya et al., (2022) said that there is a significant influence between job satisfaction on performance through job satisfaction.

### V. Conclusion

Based on the results of the first study, it showed that training was the dominant factor in influencing the performance of MSMEs in Kelet village through job satisfaction. Both work environments affect the performance of SMEs in Kelet village through job satisfaction. This has two implications, the first is the implication that when the training provided by the government is optimal and able to be applied by SMEs in Kelet village, it will indirectly improve the performance of MSMEs, for that MSME actors must be willing to learn and apply the training that has been given and are also able to learn effectively. independently, for example using the internet, learning from social media how to develop their MSMEs to be even better. Second, when the work environment is supportive and good, the performance of MSMEs will inevitably increase, for that MSMEs in Kelet village must be able to upgrade their business environment, for example by adding their business tools so that the resulting production will increase.

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